WILDLIFE CRIME TECH CHALLENGE

Challenge Implementation Strategy

FINAL
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Contract Title:	Wildlife Trafficking Technology Challenge
Contract Number:	AID-OAA-C-14-00182
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USAID Office:	USAID Office of Economic Growth, Education and Environment (E3) Forestry and Biodiversity Office

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1.0 Introduction

1.1   Context and Background

In recent years, the market for wildlife products has surged to an estimated annual $8 - 10 billion in value[1], and consequently, so have poaching levels. The trend threatens the survival of iconic species such as elephant, rhino, great white sharks and African grey parrot.

Demand for wildlife and wildlife products has rapidly increased, driven in part by economic growth in Asian markets, attracting transnational criminal networks to the business of wildlife trafficking. These elements are highly organized and deploy ever more advanced technology and weaponry such as helicopters and night-vision goggles, and sophisticated strategies to evade interdiction. They are helped by the fact that many countries have inadequate and weakly enforced laws in place and their officers are poorly equipped to police large geographic areas and porous borders.

There is growing consensus that the crisis cannot be adequately addressed through traditional conservation approaches. Wildlife trafficking threatens national and regional security, contributes to a climate of political corruption, and undermines economic development by weakening resource tourism and impacts countries' environmental health.

In July 2013, President Obama signed an Executive Order to combat wildlife trafficking that will mobilize resources across the US Government to address this critical challenge. Although not mandated, WCTC will be a key component of USAID's response to the Executive Order and contribution to the US National Strategy for Combating Wildlife Trafficking.

Increasingly, technology is being leveraged to combat wildlife crime and shows great potential to solve key problems along the trafficking supply chain. For example, DNA analysis can determine whether a confiscated product has been derived from a protected species; and mobile technologies enables identification of illicit wildlife being sold in markets and more effective coordination of ranger patrols. These technologies contribute on a small scale to addressing critical gaps in the fight against wildlife crime. Abundant opportunities exist to apply new technology, or scale up existing technologies to halt wildlife trafficking, as well as find innovative solutions to outstanding problems.

1.2   Program Overview

The USAID Wildlife Crime Tech Challenge[2] (WCTC) will adopt an open competition platform to source innovative science and technology solutions to combat wildlife trafficking. WCTC will encourage solvers to produce potential solutions that address the four key issues: the movement of trafficked wildlife and wildlife parts; forensics and intelligence gathering; consumer demand reduction; and corruption. WCTC will enable the acceleration and scale-up of promising solutions by offering targeted investment and technical assistance.

Challenge issues and problem areas

High level descriptions of the Challenge issues and problem areas are described below.

Issue 1 - Movement of trafficked wildlife and wildlife parts

1a - Detection and monitoring of existing transit routes

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[1] United Nations Office on Drugs and Crime (UNODC), 2014

[2] Contractually, the program is titled the Wildlife Trafficking Technology Challenge (WTTC); however, on December 8, 2014 USAID agreed to change the name to Wildlife Crime Tech Challenge (WCTC). Reference Contract No. AID-OAA-C-14-00182.

Wildlife traffickers use several strategies to conceal illicit wildlife material in transit to evade law enforcement. They take advantage of understaffed park rangers and resource managers who often patrol large areas with few resources, use complex shipping routes that frequently change, conceal illicit cargo on transport vessels and falsify documents so that illegal wildlife enters legitimate supply chains. USAID seeks technology solutions that will improve the ability to detect illicit wildlife in transit to facilitate seizures by law enforcement and to help elucidate the transit routes through which illegal wildlife is trafficked. Solutions may include, for example, tracking devices, surveillance technology and software development for cargo shipment analyses.

1b - Prediction of future transit routes

Wildlife traffickers often use complex shipping routes that involve transporting illicit material through several ports before reaching the final destination. A recent ivory shipment destined for China was seized in Malaysia, but before that had passed through ports in Spain and Togo and is thought to have originated in Tanzania. Wildlife trafficking transit routes frequently change, making it difficult for law enforcement to intercept illegal shipments. Using existing data (e.g. on seizures, poaching sources, known transit routes or social media) USAID seeks modelling solutions to help predict and anticipate the likely transit routes used by traffickers to better target law enforcement efforts.

1c - Movement of trafficked wildlife and wildlife parts across the internet

The online sale of illegal wildlife represents a large, mostly unregulated and poorly enforced market. Common workarounds such as adding the word "faux" to illegal product names, "pre-ban" to illegal ivory and euphemisms complicate regulation and enforcement; chat rooms and "deep web" sales continue to flourish at unknown rates and values. USAID seeks technology solutions that will improve the ability to detect and deter wildlife trafficking via the internet in a manner that is potentially useful for Internet companies (e.g. eBay, Craigslist), consumers, and law enforcement.

Issue 2 - Forensics and intelligence gathering

2a - Identify illegal wildlife products

Lack of capacity to distinguish legal from illegal wildlife products represents a major bottleneck in the enforcement and prosecution of wildlife crime. The adoption of quick and accurate methods to identify illicit material would greatly facilitate customs and border enforcement, market control and the collection of reliable forensic evidence for prosecution. USAID seeks technology solutions that improve the ability to quickly and accurately identify illegal wildlife products using, for example, technologies that aid species identification and determine harvest origin (geographic and/or time of origin).

2b - Improve intelligence gathering and management

The effective gathering and management of field intelligence is essential to build cases against wildlife traffickers. However, data collection and management are often constrained by a lack of infrastructure, security issues and, given the transboundary natures of wildlife trafficking, the disparate approaches of different governments. USAID seeks technology solutions that will improve the ability of law enforcement to gather, manage and share intelligence data.

Issue 3 - Consumer Demand Reduction

3a - Change cultural and societal norms

The demand for wildlife products comes from a number of different consumer groups and is, in some cases, heavily influenced by culture. In Asia, certain wildlife products are associated with social status, religion and the perceived medicinal value of some products, with consumer preferences driven by group norms, values, beliefs and trends. USAID seeks technology solutions that will change the cultural and societal norms that allow wildlife trafficking to flourish. Examples may include, for example, social media campaigns, mobile technology applications or high impact internet memes with anti-trafficking messages.

3b - Raise awareness of illegal products

High consumer demand is also driven by a general lack of consumer education. Many consumers may not realize they are purchasing illegal products or that their choices contribute to species decline and criminal activity. USAID seeks technology solutions that will reduce consumer demand by raising awareness about which wildlife products are illegal and the negative impacts of purchasing them.

Issue 4 - Corruption

Corruption has been identified as one of the major impediments to stopping wildlife crime. Corruption occurs at multiple levels along illegal supply chains and may include customs and transportation officials, law enforcement personnel and government officials. USAID seeks innovative technologies that will improve transparency in illicit wildlife supply chains so that corruption is exposed and becomes more difficult.

Implementation team and challenge deliverables

The WCTC contract is being implemented by Integra Government Services International LLC (Integra) in collaboration with PricewaterhouseCoopers LLP (PwC) and Sonjara Inc. (Sonjara). Integra has also retained numerous subject matter expert advisors. Collectively, Integra's implementation team is referred to as the Challenge Team.

USAID has engaged the National Geographic Society (NGS), the Smithsonian Institute (SI), and TRAFFIC as flagship program partners. In this role, the partners will contribute advertising (outreach and winner recognition), technical expertise, networks, senior participation, and other activities as agreed. The Challenge Team will work closely with USAID to engage these flagship partners in the implementation of the WCTC. Additional partners that may support the aspects of the WCTC will be explored, as appropriate, and as agreed with USAID.

Additionally, USAID may engage individuals from within the USAID, other parts of the U.S. Government, the flagship partners, or others as part of the submission judging panel.

Collectively, USAID, the flagship partners, the judging panel, and the Challenge Team are referred to as the WCTC Team.

USAID kicked-off the WCTC contract on October 24, 2014. The program comprises two phases: Task 1 – Challenge Implementation and Task 2 – Scaling Activities. The contractual deliverables for Task 1 include:

- "Four challenges – Each challenge comprising one or more competitions that result in the delivery of a solution that meets the technical requirements specified by USAID after contract award."[3]

- "Web platform - An approved web platform for Wildlife [Crime Tech] Challenge program management and outreach."

- "Solutions - At least one solution identified per sub-challenge to combat wildlife trafficking that meets USAID's criteria for success for each challenge. The criteria of success for each challenge will be identified as part of the challenge strategy development process."[4]

1.3   Purpose of Challenge Implementation Strategy

The Challenge Team initiated Task 1 with the production of this Challenge Implementation Strategy. The contractual Scope of Work, Integra's Proposal, and subsequent consultations with USAID informed this deliverable.

The Challenge Implementation Strategy is meant to serve as the overarching design document for the WCTC Challenge Implementation phase.

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[3] On October 29, 2014, Integra recommended that this deliverable be modified to "One challenge competition corresponding to each of the four challenge statements listed in section C.1. Challenges may be run concurrently or sequentially, as agreed with the COR. Each challenge competition may include one or more sub-competitions, as specified in C.1, that result in the delivery of a solution that meets the technical requirements specified by USAID". The Challenge Team would like to further amend this deliverable to improve clarity of expectations. The Challenge Team would also like to clarify "the technical requirements specified by USAID" as the meeting of this deliverable is wholly dependent on these requirements.

[4] On October 29, 2014, Integra recommended that this deliverable be dropped as the sentiment of the deliverable is included in another deliverable.

1.4   Challenge Implementation Strategy Approach

The key components of the Challenge Implementation Strategy are outlined below, with each presented in further detail in the sections that follow.
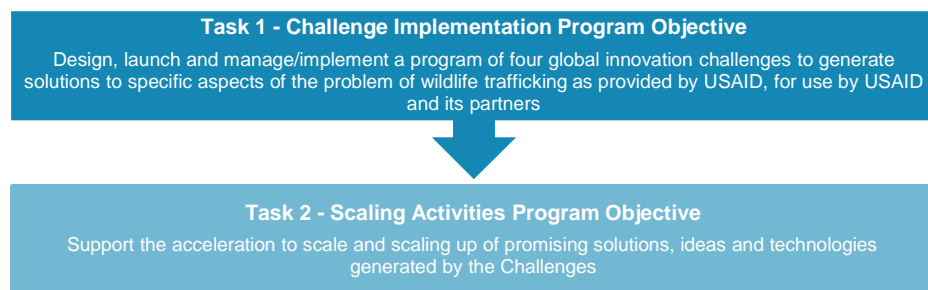
- Competition design

- Outreach to potential solvers

- Competition launch

- Judging of solutions and awarding of prizes

The Challenge Team recognizes that there are significant technical differences and nuances between the four challenges. Additionally, there are different audiences for each of the four challenges. However, from a process perspective, the Challenge Team will administer the challenges concurrently and in a unified manner. The Implementation Strategy therefore does not differentiate between the four challenges. Subsequent documents (e.g. Communications Plan, communications content, and technical review process) will address differences between the four challenges.

2.0 Challenge Implementation Objectives

As described in the Scope of Work, the overall **WCTC Program Goal** is to "source innovative technology solutions to combat wildlife trafficking and support the acceleration and scaling of promising solutions." The Challenge Implementation Strategy defines objectives and results to support the achievement of USAID's overall program objectives for the WCTC.

Also set out in the Scope of Work are the contractual **WCTC Program Objectives** for Task 1 and Task 2, as shown below.

Task 1 - Challenge Implementation Program Objective
Design, launch and manage/implement a program of four global innovation challenges to generate solutions to specific aspects of the problem of wildlife trafficking as provided by USAID, for use by USAID and its partners

Task 2 - Scaling Activities Program Objective
Support the acceleration to scale and scaling up of promising solutions, ideas and technologies generated by the Challenges

Results, **indicators**, **targets**, and corresponding metrics will be included in the WCTC Monitoring & Evaluation (M&E) Plan.

3.0 Challenge Implementation Strategy

3.1   Competition Design

Challenge sequencing

The Challenge Team presented arguments of advantages and disadvantages of multiple sequencing options (e.g. staggered, rolling review) for WCTC to USAID prior to agreeing on concurrent sequencing.

The Challenge Team will administer the four challenges concurrently primarily to take advantage of outreach and process efficiencies and to allow maximum time and resources for acceleration and scaling of solutions.

Pros and cons of administering WCTC challenges concurrently

Advantages	Disadvantages
• Capitalizes on outreach momentum (i.e. big bang communication approach)	• Less time available for targeted outreach; risk of insufficient number or poor quality solutions
• Award decisions made with full knowledge of all applicants (i.e. all the cards on the table at once)	• Limited ability to make modifications based on lessons learned
• Applicants able to submit solutions that cut across more than one challenge	• Predicated on a common process (e.g. criteria, forms, timing, judging) for all challenges
• Quick award decisions, thereby allowing more time for scaling	• Requires 'surge' staffing due to high level of effort for application processes
• Judging efficiencies	
• No time lag for award event (i.e. can be held shortly after all awards are communicated)	
• Sufficient time allocated to re-run selected challenges, if necessary	

To mitigate the first two risks listed (i.e. quality and number of applications, lesson learning), the Challenge Team may re-run the competition for any or all challenges and sub-challenges for which at least one solution is not found.

Issues and problem areas

To avoid confusion, WCTC will be publically referred to as a single challenge through which USAID aims to incentivize solvers to address one of four issues. The sub-challenges, as stipulated in the Statement of Work, will be called problem areas.[5] Issues and problem areas will be fully described on the WCTC website so that potential solvers have a nuanced understanding of the complexity of wildlife trafficking.

Given USAID's extensive consultation on initial challenges and questions, the Challenge Team will not seek any further public consultation to help frame the WCTC issues and problem areas. However, the Challenge Team will conduct systematic research into each issue and problem area to refine and frame the challenge. In doing so, the Challenge Team will consult with USAID, the WCTC flagship partners, and leverage the team's wildlife trafficking advisors. Additionally, given the available lessons learned from other USAID prize competitions, the Challenge Team will not issue an RFI prior to announcing the call for submissions.

Stage of innovation

WCTC will encourage solvers with innovations that are in any of the WCTC innovation stages, including "proof of concept" stage, "product development" stage, and "scaling up" stage. See Appendix B for definitions of each stage.

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[5] For contractual purposes, "challenges" and "issues" are synonymous and "sub-challenges" and "problem areas" are synonymous. The difference in terminology is only to avoid any pubic confusion and does not represent a change to any contractual deliverables.

Competition stages and number of awardees

The challenge will have three distinct competitive phases.

- Stage one: Solvers apply to be 'semi-finalists' with a short written Concept Note.

- Stage two: Semi-finalists apply to be 'finalists' with a Prize Application.[6]

- Stage three: Finalists apply to be 'winners' with a written Grand Prize Application and technology demonstration, if appropriate.

Finalists will receive a 'Prize' of $10,000 and winners will be awarded a 'Grand Prize' of between $100,000 and $500,000.[7] See Appendix A for more information on how the Challenge Team arrived at the Prize and Grand Prize monetary award amounts. Semi-finalists will not receive any monetary award; however, they will be recognized on the WCTC website (see section "Additional competition mechanisms to support innovation" for details). The Challenge Team has elected to use the term 'Grand Prize' instead of 'grant', as was used in the Statement of Work. "Grand Prize better reflects the intent of WCTC"; USAID is looking for solutions that are appropriate to scale through both financial and technical support. This terminology supports continual competition and entices awardees to strive to become reach further in their solution development.

The Challenge Team aims to identify a maximum of 48 semi-finalists, 24 finalists, and four winners. However, all final funding decisions will be made by USAID. WCTC will not earmark funds for each issue and problem area. USAID may choose to award all or none of the allotted funding.

There will be a different selection process for finalists than for winners. The Challenge Team plans to finalize Grand Prize processes once the quality of submissions and needs of solvers has been assessed.

Prize eligibility criteria

WCTC will use the same eligibility criteria for finalists as in commensurate USAID prize competitions.

- All applicants must be legally recognized entities or individuals[8] under applicable law. Ineligible entities include U.S. and non-U.S. governments. Colleges, universities, and research facilities that are funded by, and/or affiliated with, a government are not considered a government. The Challenge Team assumes that intergovernmental organizations are ineligible per Integra's contract with USAID[9]; however, requests confirmation from USAID.

- All incorporated applicants[10] must obtain a Data Universal Numbering System (DUNS) number and register with the System for Award Management (SAM). To avoid this criteria being a barrier to entry, applicants will be asked to provide a DUNS number and proof of SAM registration only after being selected as a semi-finalist. The Challenge Team will strongly encourage all applicants that do not possess a DUNS number at the time of applying to begin this process as soon as possible. Obtaining a

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[6] The Challenge Team assumes that Task 2 (scaling activities) will begin at this time, following selection of finalists.

[7] The Challenge Team has budgeted $800,000 for Grand Prizes, which will be issued as Fixed Amount Awards. Each Grand Prize will be between $100,000 and $500,000. As Grand Prizes will be awarded in Task 2, the parameters of these awards will be detailed in the Task 2 Scaling Implementation Strategy.

[8] Per the ADS, individuals are not excluded from receiving USAID Fixed Amount Awards, although the Challenge Team understands that this is not the normal course of business for USAID. However, USAID's Development Innovation Ventures allows individuals to apply and it appears that USAID's Atrocity Prevention Tech Challenge did the same. The Challenge Team is in the process of reviewing any specific requirements (e.g. registration, due diligence, administration, reporting) involved with granting Fixed Amount Awards to individuals to ensure that such requirements can be accommodated within the scope and budget of WCTC program.

[9] See contract section H.14 Grants under contract, "The Contractor must award such grants only to non-U.S. or U.S., non-governmental organizations."

[10] Per CFR, Title 2, Grants and Agreements, Chapter 1 Part 25 – Universal Identifier and Central Contractor Registration, individuals are not required to obtain a DUNS as a natural person (i.e., unrelated to any business or non-profit organization he or she may own or operate in his or her name).

DUNs number is free and can be done online at no charge to the applicants. Turn-around time is usually one day after registration.[11]

- Prizes will not be awarded to an organization from, or with a principal place of business in, a country subject to trade and economic sanctions administered by the Office of Foreign Assets Control (OFAC) of the Department of Treasury or to any individual or entity subject to targeted trade and economic sanctions administered by OFAC. The current list of OFAC restricted countries includes Iran, Syria, Cuba, North Korea, and Sudan. However, as the list of countries subject to OFAC restrictions may change, the Challenge Team will conduct a final eligibility determination prior to award.

- Written submissions must be completed in full to be considered eligible for review. Required information includes demographic/background information as well as responses to a structured series of questions about the solution. Submissions will only be accepted in English; any other language will be considered ineligible.

Eligibility will be assessed at both the semi-finalist and finalist stages before being submitted for technical review.

Prize selection criteria

The recommended WCTC prize selection criteria comprise two weighted considerations – impact (50%) and scalability (50%). The Challenge Team arrived at these weightings after considering USAID guidance, reviews of development innovations and innovation processes, and the team's own experiences with competitions. An overemphasis on potential impact can cause solutions which are not viable to be selected while an overemphasis on scalability means that truly innovative and "outside of the box" solutions might not be selected. In the past, donors and other investors often selected projects on potential impact alone, with unsatisfactory results.[12] The Challenge Team understands that USAID wants to identify solutions for use by USAID and its partners. As such, giving equal weight to impact and scaleability supports an assessment methodology which values innovation but also considers real-world viability and associated scaling barriers.

High-level criteria and weightings (i.e. impact – 50% and scalability – 50%) should be publicized to incentivize the best-suited solvers to apply and to promote the transparency of the competition process. The groupings are further divided by prompt questions, each with a corresponding weighting. However, the detailed criteria and weightings will only be used internally to facilitate the technical review. (See section 3.4 for more details on the technical review.) Making detailed criteria and weightings public is often counterproductive as solvers write to the criteria and stifle innovation. Additionally, by not making them public, USAID and the Challenge Team reserve the ability to amend criteria or weighting, as needed.

The selection criteria and weighting helps to maintain objectivity of review, thereby ensuring that technical reviewers assessments are equally calibrated and each application is given a balanced assessment. This is particularly important for challenges in which a large number of applications are anticipated. However, the Challenge Team recognizes the importance of subjectively assessing a portfolio of solutions prior to making final decisions. The judging process (described in further detail in section 3.4) allows for a review of the portfolio and allows for flexibility in making final decisions.

The suggested criterion below was derived from the Challenge Team's experience administering other challenges as well as resources provided by the U.S. Global Development Lab.[13] The Challenge Team plans to 'test' the criterion and weightings by performing dry-runs with 'mock' solutions and to make further revisions, as required.

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[11] http://fedgov.dnb.com/

[12] Kenny and Sandefur, 2013. Foreign Policy. *Can Silicon Valley Change the World.* The article cites several examples of public investment in ideas that fail to deliver even close to the desired impact levels. Examples include the $26.4 million PlayPump campaign, which supported the installation of water pump-cum-children's merry-go-rounds at twice the cost of regular pumps that required 27 hours per day of play to meet the pumps' target; and, the One LapTop per Child project, evaluated in Nepal and Peru, was found to have little or no benefit in terms of improved language or math skills or school attendance.

[13] Cooley, L. & Linn, F. (September 2014). *Taking Innovations to Scale: Methods, Applications, and Lessons.* Results for Development and Management Systems International.

Criteria	Weighting	Scored questions
Potential **impact** of the solution	15	How well does the solution **address** the issue and/or problem area(s)?[14] *Consider if the solution is 'fit for purpose' and whether or not it supports the theory of change and development outcome.*
	7.5	How **likely** is the solution to bring about the intended outcome? *Assess the probability of the solution bringing about the development outcome.*
	7.5	How sound is the **evidence** that the solution will bring about the intended outcome? *Consider any empirical results, peer review, modelling, and/or inferences and parallels drawn from similar technologies/contexts.*
	10	How **significant** is the potential impact of the solution on addressing its targeted issue and/or problem area(s)? *Assess the magnitude of the impact should the solution produce the intended development outcome.*
	5	To **how many** contexts (e.g. countries, taxa, types of trafficking) could this solution apply?
	5	Is the solution **additional** to existing solutions in the target context? *Assess whether or not the impacts of this solution would be materially different to currently available solutions.*
Sub-total	**50**	
Potential to reach scale	7.5	Is there a good rationale for **why this solution has not yet been developed** and deployed to address the issue and/or problem area(s) and, if so, does the solution overcome the **constraint(s)**? *Consider the reasons why this solution is not already in place. Does this solution address the existing constraints? Is it implementable?*
	6	Has the market (i.e. **customers or users**) for this solution been identified and, if so, how realistic is the business model/plan? *Consider all elements of the business plan including market analysis, market strategy, management, and financial analysis.*
	6	Has consideration been given to the price of the solution and, if so, how **cost effective** is the solution given the intended customer/user? Is the estimated price realistic given the cost of required inputs? *Consider the cost of inputs relative to the suggested market price. Consider if the solution is priced at an acceptable level given the market.*
	5	Is the solution easily adoptable in the target context's existing **systems/infrastructure and processes**? If not, how significant are the departures or changes required?

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[14] The Challenge Team recommends that if solutions do not address the issue and/or problem areas (i.e. a score of 0) the solution should be considered rejected.

	5	Does the solution fit with current **practices, behaviors, and culture** of target users and/or population? If not, how significant are the departures or changes required?
	5	Does the solution fit with current **policy/regulatory, legal, and political environment** of the target user's country/region? If not, how significant are the departures or changes required?
		Is the **technology** appropriate for the context(s) in which it will be used?
	2.5	- Do users require additional **skills and knowledge to use** the solution? If so, how significant are the training requirements?
	2.5	- Do users require additional **skills and knowledge to maintain** the solution? If so, how significant are the training requirements, costs, and dependencies? *Consider complexity, maintenance requirements, training needs, connectivity environment, power needs, and other dependent technology.*
	3	Is the solution appropriate for a **variety of organizations and users?**
	5	**How much funding** is required to move the solution to the next stage of innovation and ultimately to scale?
	2.5	Does the **solver have sufficient funds** identified either internally or through a partner?
Sub-total	*50*	

For the most part, using the same technical review criteria and weightings is recommended for both the semi-finalist and finalist stages. However, the Challenge Team recognizes that additional information about the capacity of the solver may be pertinent at the finalist stage. As such, supplemental questions, such as the one below, could be included for stage two.

- Does the solver (or existing partners) have the **capacity** to accelerate the development of the solution and take to scale? If not, how much support is required to build their capacity?

Assessing the solvers capacity to support acceleration and scaling is important as USAID's experience has shown that scaling is more successful when solvers can also serve as scalers. It is important that some of the WCTC finalists are both solvers and scalers as Grand Prize winners need to be in a position to support acceleration and scaling. Per USAID's guidance, solutions that are farther along the innovation pipeline have a better chance of scaling. However, this question would be weighted as to not exclude finalists that might not be scalers.

Separate criteria will be developed for the Grand Prizes that emphasize the ability of the solver to deliver against key acceleration and scaling milestones.

Optimal portfolio of solvers

While submissions will be judged on their individual merits, prizes will not simply be awarded to the top scoring solutions. As with investment and venture capitalism, portfolio diversity is the best way to spread risk. The WCTC optimal portfolio of finalists will include the following:

Solver diversity[15]	Solution diversity and risk
• Various geographic origins (i.e. both developed and developing nations) • New USAID partners • Solvers new to conservation and combatting wildlife trafficking • Women solvers • Various solver sectors (e.g. universities, not-for-profits, private sector, entrepreneurs)	• Potential impacts for all issues (i.e. challenges) and problem areas (i.e. sub-challenges) • Potential impacts for multiple taxa (i.e. terrestrial and marine) and trade types (e.g. pet, medicinal, ornamental, food) • Various types of technology and of varying complexity • Differing stages of the innovation pipeline • Low barriers to acceleration and scaling

The Challenge Team will include an assessment of applicants against these portfolio considerations in the Summary Report provided to the Judging Panel at both the semi-finalist and finalist stages. In the public competition rules, USAID should be clear that selection criteria will be used to objectively assess each application but that final decisions will also be taken to ensure an optimal portfolio of solvers and solutions.

Prize procurement route

The Challenge Team anticipates utilizing Fixed Amount Award[16] to distribute funds associated with finalists' award packages. In making this determination, the Challenge Team considered three potential prize authorities through which to disburse funds – Fixed Amount Award, Purchase Orders, and the Necessary Expense Doctrine. Given USAID's familiarity with Fixed Amount Awards, and the ability to delink award amounts from the commercial value of costs incurred, the Challenge Team believes Fixed Amount Awards are the most efficient and low-risk option of the three.

As required with the issuance of Fixed Amount Awards, the Challenge Team will establish a milestone and award schedule for each prize recipient. This mechanism is not meant to be overly burdensome or to deter applicants from applying. As regards, the prize award, the milestone will be related to the submission of a final application deemed acceptable by the USAID judging panel. Additional milestones may also be added to ensure the participation of finalists at award and/or scale events.

Finalists will be invited to apply for a Grand Prize. Such awards will also likely be in the form of a Fixed Amount Awards[17], in which case a new set of milestones will be established in relation to the awardee's specific Grand Prize objectives. The WCTC Grant Manual, to be developed as part of Task 2 but before the award event, will outline all the requirements for winners.

Finalist due diligence

Although due diligence was not included as part of the Scope of Work, the Challenge Team will vet the organization/principles in accordance with the Fixed Amount Award Entity Eligibility Checklist.[18] This will include verifying that the organization/principles are not part of the Excluded Parties List System (EPLS) nor the Terrorism/Special Designated Nationals (SDN), Blocked Persons, or Office of Foreign Assets Control

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[15] See the Communications Strategy for a full glossary of terms, including "solver".

[16] Per the ADS revision on December 26, 2014, the term "Fixed Obligation Grants" has been replaced with "Fixed Amount Awards".

[17] Per the December 26, 2014 ADS revision, there are no funding limits for Fixed Amount Awards. However, Integra's contract with USAID stipulates a limit of $100,000 for U.S. non-governmental organizations (NGOs). The Challenge Team would like to discuss a revision to this clause given the ADS revision.

[18] See ADS Chapter 303, Fixed Amount Award Entity Eligibility Checklist.

(OFAC) listings. The Challenge Team will complete the due diligence check of all semi-finalists before inviting them to submit an Application.

The Challenge Team will assume no additional responsibility for due diligence in relation to the Fixed Amount Award eligibility checklist, award and administration of Fixed Amount Awards, including any site visits needed to monitor winners and Grand Prize-related activities.

Submission terms and conditions

Intellectual property

USAID will not retain a license to anything contained in an application until such time a solver is selected as a finalist. Per Integra's contract with USAID, "the Offeror should be prepared to request non-exclusive rights per USAID's request." As such, finalists must grant USAID non-exclusive, non-transferable, irrevocable license for government use, and to sublicense others to do the same. Solvers must ensure that any submissions are free of any third party proprietary data rights that would impact the license granted to USAID herein.

Other USAID prizes, such as the Desal prize, have required finalist(s) to grant USAID a non-exclusive, royalty-free, perpetual license for government use, finalized after selection as a finalist, of any resultant or derived intellectual property (e.g. product, service, or technology) used to win the prize. However, other challenges, such as USAID's Development Innovation Ventures have flexible intellectual property policies to avoid a barrier to entry.[19] Such flexible approaches require time and resources.

The Challenge Team would like to explore USAID's preference for intellectual property rights from USAID solvers in order to further develop an intellectual property policy to be included in the public challenge documents.

Costs

Applicants will be responsible for all costs associated with developing submissions and any associated research and development, prototyping, travel, and other expenses.

Prize award package

Finalist cash prize

Finalists will be awarded a cash prize of $10,000.

Public recognition

USAID and the Challenge Team will publicly recognize finalists via USAID, flagship partner, and other online and media channels. The award package will also include travel costs to an in-person award event that will be held in conjunction with another related event, thereby providing an opportunity for further public recognition. Public endorsement from USAID is a low cost, high value opportunity for finalists. Recognition also serves to connect finalists with potential partners, investors, and users that will help to accelerate and scale the solution.

Technical assistance on product development and/or scaling

The Prize award package will include technical assistance from the WCTC pool of experts to support finalists and winners[20] in overcoming both internal and external barriers to acceleration and scaling. Internal barriers usually relate to solver capacity building or technical support while external barriers refer to the solution's enabling environment.

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[19] Source & co-create new solutions for Development Innovation Ventures Addendum #000005 to The USAID Development Innovation Accelerator Broad Agency Announcement (BAA) for Science, Technology, Innovation and Partnership

[20] Once semi-finalists have been selected (i.e. the pool of possible finalists and winners is known), the Challenge Team will perform an analysis of the likely technical assistance needs. Following this analysis, the Challenge Team will agree with USAID on an appropriate allocation of technical assistance funds for finalists and winners, recognizing that technical assistance will be both group support and individualized support.

Technical assistance may include the following:

- Business model/planning
- Pitch development
- Testing/piloting
- Business operations improvement
- Strategic planning and marketing
- Change management and communication
- Financial management
- Product development

- Innovation management
- Risk and opportunity analysis
- Market penetration, linkages and expansion
- Fundraising strategy/skills and access to capital
- Distribution models and networks
- Supply chain and operations analysis
- Partnership identification and networking
- Leadership and management team development

Given the scope of WCTC and other efforts by USAID and the U.S. Government, the program will not provide direct assistance on legal, regulatory, or policy change, cultivating needed political space, or the modification of any cultural or social norms that would be needed for the technology to be marketed or scaled. As such, these barriers will be taken into consideration in the selection process so as to avoid finalists' solutions stagnating due to insurmountable barriers. However, it is not expected, nor will it be publicly communicated, that WCTC is only seeking solutions designed for contexts with optimal enabling environments. The Challenge Team understands that USAID seeks solutions that are designed for the challenging contexts in which USAID and its partners operate. As such, it is expected that finalists have a reasonable plan for how their solution can scale given the enabling environment constraints that exists in their target country or region.

The Challenge Team will develop Scale Reports after the selection of finalists to enable decision-making with respect to the appropriate level and type of technical assistance required. The reports will detail the potential pathways to scale and processes through which support will be made available to winners.

Access to a peer network

The in-person award event is an opportunity for finalists to meet one another and begin collaborating. Co-creation and cross-pollination among awardees will allow for organic development that does requires minimal facilitation from the Challenge Team. However, to continue to strengthen the network, the Challenge Team will create virtual collaboration spaces, provide group training and resources, and hold in-person scale events over the lifetime of the program.

Opportunity to win a Grand Prize

Finalists will be eligible to apply for a Grand Prize of between $100,000 and $500,000.

Grand Prize Applications will be evaluated on the following:

- Past performance (does not have to be USAID-related past performance)
- Technical approach
- Personnel
- Organizational capability

- Management plans[21]

Grand Prize selection will differ from Prize selection. Prize selection will focus primarily on the merits of the solution and the potential to scale the solution. However, Grand Prize selection will more heavily consider the solver's capacity to take the solution to scale. Not all finalists will be in a position to compete for a Grand Prize nor may it be appropriate given the stage of innovation and needs of each solver. The Challenge Team will develop a Grants Manual, in Task 2, to govern the application, evaluation, and execution of Grand Prizes. Through the development of the Grants Manual, the Challenge Team will work with USAID to further elaborate on the criteria above and amend language, as necessary, to resonate with the target audience.

Ultimately, the number of winners will depend on the number of finalist solvers and the quality of their solutions.

Prize submission process

WCTC will employ a two-stage application process to award Prizes. Solvers will be first asked to complete a short Concept Note (sometimes also referred to as a Concept Paper in other challenges). Selected semi-finalists will then be invited to submit an Application from which finalists will be selected.

The WCTC seeks solutions that target one issue or problem areas as well as those which cut across numerous issues and problem areas. However, at the Concept Note stage, solvers will be required to select which single issue their solution best addresses. Solvers will have the opportunity to select as many secondary issues and/or problem areas as they feel relate to their solution. Segmentation of the solutions primary objective by the four issues will help to streamline the review process.

The Concept Note will be concise as it is not meant to constitute a barrier to entry, and will include the following information:

- Demographic/organizational information

- Robust description of the solution

- How the solution addresses the issue and/or problem statement

- Potential pathway to scale and related barriers

The Challenge Team plans to select a maximum of 48 semi-finalists, or double the maximum number of potential finalists. Semi-finalists will be invited to submit a Prize Application that will require considerably more work for the solver. Prize Applications will require the solver to elaborate on the information provided in the Concept Note and respond to additional probing questions to allow a more nuanced review and evaluation. Prize Applications will be submitted via the WCTC website.

Concept Notes and Prize Applications will be reviewed and judged as described in Section 3.4 of this document.

Website

The WCTC website will be the focal point for the program and as such will serve a number of functions aimed at the public, solvers and other stakeholders. In light of this, all communications will aim to direct target audiences to the website.

WCTC will provide fora for discussion and community building among solvers, the public and other potential stakeholders that may potentially contribute, including scalers and influencers. These will include deploying a comments function in the news/blog section of the WCTC website, reusing of twitter and other social media content across channels and establishing a LinkedIn page and/or LinkedIn Group for solver-to-public or solver-to-solver discussion. The multipart strategy is intended to ensure a balance among meeting deliverables, timeline, labor feasibility, and sustaining a high level of traffic to the WCTC website. The

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[21] http://www.usaid.gov/work-usaid/get-grant-or-contract/grant-and-contract-process

Challenge Team is undertaking a feasibility assessment of discussion forum options as part of the communications planning and website design.

The WCTC website will integrate the following:

About

- Background information on wildlife trafficking

- Detailed descriptions of each issue and problem area, including links to educational and reference material

- A detailed overview of WCTC and of the U.S. Government and USAID's approach and initiatives to combat wildlife trafficking

News

- Blog posts by issue with comments mechanism

Apply

- Application process, criteria, and FAQs

- Portal through which applicants will create a unique user login and complete Concept Notes and Prize Applications

Subscribe

- A sign up page for a periodic email newsletter

Contact us

Social media links

Terms and conditions

The website will remain live for the duration of the WCTC contract, providing program updates and promoting finalists and winners.

Additional competition mechanisms to support innovation

Crowd funding

Crowd funding has been successfully used by other sections of the U.S. Government to support the development of early stage innovations. For semi-finalists that are interested in attracting non-USAID seed funding, the Challenge Team will encourage solvers to register with an organization such as Kickstarter[22]. A link to the crowd funding site will be included on our website under the profile of each finalist.

People's choice award

Many prize competitions across the U.S. Government have included a "people's choice" or "popular choice" award.[23] This mechanism was recently used by USAID's Making All Voices Count Grand Challenge.

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[22] The Challenge Team understands that the Lab is looking to create a formal relationship with Kickstarter.

[23] Department of Labor (Disability Employment App Challenge), Department of Health and Human Services (What's in your Health Record Video Challenge and Managing Meds Video Challenge), Department of Energy (Apps for Energy)

The Challenge Team plans to post short descriptions of semi-finalist solutions on the WCTC website and allow a "people's choice" winner. Crowd-voting will engage the public and draw traffic to the website. The winner will receive professional support to make a video to explain their solution.

Flagship partners

USAID has engaged NGS, the SI, and TRAFFIC as flagship program partners. The partnership will focus on knowledge sharing and exchange and therefore, partners will be ineligible for entry to WCTC. USAID plans to enter into letters of intent (LOIs) with all flagship partners. The Challenge Team recommends that in addition to letters of intent, USAID agree confidentiality or non-disclosure agreements with partners to prohibit the sharing of non-public information about WCTC.

The LOIs set out partners' intention to contribute in various ways, including advertising (outreach and winner recognition), technical expertise, networks, senior participation, and other agreed activities. The level of effort that each partner is able to contribute is unclear. Further work is required to agree on the most impactful way in which each partner can support WCTC.

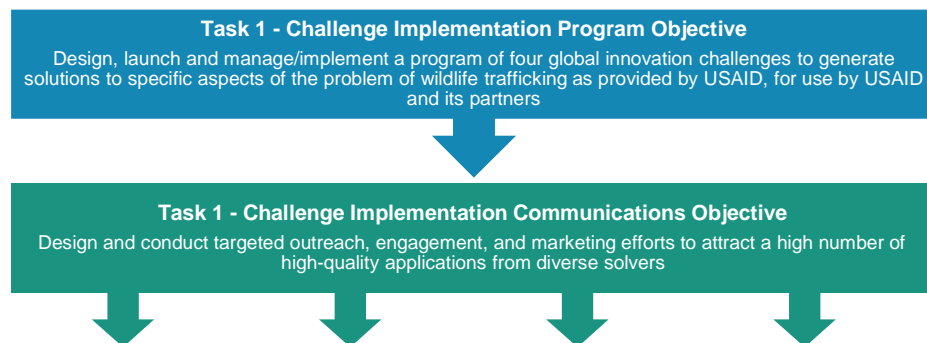## 3.2 Outreach to potential solution holders

This section presents the WCTC communications and outreach goals, target audiences, communications channels, key messages and results-measurement methodology. Through a series of outreach activities, targeted media campaigns, and participation in special events, the Challenge Team intends to raise awareness of WCTC, and in particular USAID's role in the project.

The Challenge Team will develop a Communications Plan that incorporates implementation approaches for project communications, and will also include a Communications Matrix, a social-media plan, an Events Calendar, and a Brand Style Guide (see Appendix B). The Communications Matrix will include audience segmentation for each of the four challenge issues, as well as themes, key messages, points of contact, and communications channels relevant to each sub-issue. The Challenge Team will work with its expert advisers and USAID to craft and target relevant messaging. The Social Media Plan and Events Calendar will detail the daily communications to be delivered on Social Media channels (i.e., Twitter, Facebook, etc.). The Social Media Plan Calendar will be reviewed and updated regularly (e.g., once a week).

Communications objectives

The communications objective supporting the program objective is to **design and deliver communications that attract high-quality submissions from diverse audiences**, including both traditional and non-traditional solvers. For Task 1 specifically, the communications objective is the **design and conduct targeted outreach, engagement, and marketing efforts to attract a high number of high-quality applications from diverse solvers.**

The communication objective and results specific to Task 1 are shown below.

Task 1 - Challenge Implementation Program Objective
Design, launch and manage/implement a program of four global innovation challenges to generate solutions to specific aspects of the problem of wildlife trafficking as provided by USAID, for use by USAID and its partners

Task 1 - Challenge Implementation Communications Objective
Design and conduct targeted outreach, engagement, and marketing efforts to attract a high number of high-quality applications from diverse solvers

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Task 1 - Challenge Implementation Communications Results

- Recruit target number of Concept Notes

- Attract Concept Notes from diverse solvers[24]

- Engage solvers, scalers, and advocates in a WCTC action community

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Engaging a wide-range of potential solvers will enable the WCTC team to reach beyond the "usual suspects" to source transformational, potentially groundbreaking solutions to combat wildlife trafficking. The ideal portfolio of solutions would originate from a range of solvers, including: those from countries where wildlife-trafficking issues are most prevalent; non-traditional solvers, particularly women and youth, that have not previously participated in USAID challenges or other prize programs. Winning solutions will optimally be scaled or accelerated to scale for adoption and marketization by both the public and private sectors.

The activities below are specific tactics that USAID and the Challenge Team will use to accomplish our communications objective. Task one activities are designed to target, engage, and attract potential solvers to participate in the challenge and provide clear and consistent information about eligibility criteria and processes to ensure applicants complete the submission process successfully. WCTC communications activities will leverage traditional media, social media, the WCTC website, as well as direct and in-person messaging to target audiences to attract submissions from a wide range of solvers. The targeted messages, channels, target audiences, and frequency of these communications will be detailed in the subsequent Communications Plan.

Communications activities

1. **Identify and engage internal and external advocates to amplify messages.**

   Prior to the challenge launch, the Challenge Team will meet with current and potential flagship partners and influencers to build awareness and excitement about the launch, validate Challenge goals and objectives, and provide access to existing communities of interest through events or email lists. Advocates are expected to include those internal to USAID, including the U.S. Global Development Lab (the Lab) and USAID Mission Offices, as well as external advocates in the wildlife crime, conservation and technology communities and other U.S. government partners, including the Department of State (including relevant U.S. Embassies), Department of Justice, U.S. Fish and Wildlife Service, and others. The Challenge Team will prepare a partner kit for each advocate that agrees to support the challenge including key messages and talking points for use in events, newsletters, and social media to promote WCTC.

2. **Design and implement a launch campaign to kick-off the challenge competition.**

   The Challenge Team will develop a rolling, multi-channel series of in-person and online activities to promote the challenge launch and generate excitement about and interest in the competition among target audiences. The launch campaign will include in-person, print, and online announcements and connectivity events to promote networking, partnership, and inspire organic collaborations to develop solutions. This effort will include leveraging calls to action via multiple channels with the aim of building a listserv of email addresses and contact information of stakeholders interested in the challenge – either as potential solvers, advocates, or scalers.

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[3] Diverse solvers include solvers form various geographic origins (i.e. both developed and developing nations), new USAID partners, solvers new to conservation and combatting wildlife trafficking, women solvers, and various solver types (e.g. universities, not-for-profits, private sector, entrepreneurs)

3. **Launch and drive traffic to the WCTC website as the nexus for information and calls to action.**

   The Challenge Team will design and launch a web platform to inform potential scalers, advocates, and solvers about the challenge and how they may participate. The WCTC website will be the public focal point for the program. All communication materials will direct interested parties to the website, and the website will remain active for the duration of the contract. The web platform will include a homepage with news and updates on the challenge competition, an application portal, frequently asked questions and application criteria, as well as a sub-domain for each of the four challenge issues that will include reference material and links.

   Website content will be relevant, engaging, informative, and timely and search-engine optimized to generate in-bound links and drive organic and paid search traffic to the site. The web user experience should be intuitive, to include a seamless submission process. Website Communications Campaigns, including a People's Choice Award for semi-finalists.

4. **Increase awareness about wildlife trafficking issues to educate and recruit non-traditional solvers, advocates, and scalers.**

   The Challenge Team will design and execute online, print, social, and in-person communications campaigns to inform and educate the public about wildlife trafficking issues and how technology can help combat it. Engaging and informing new audiences about wildlife crime will help attract a more diverse portfolio of submissions while simultaneously educating the public about the issue and USAID's role and investment in solving it. The Challenge Team will tailor messages to reach specific non-traditional solver communities, including groups or individuals with potential tech solutions from start-up communities in developed and developing countries, focusing particularly on countries where wildlife trafficking issues are most acute.

5. **Effectively articulate challenge goals, issues and sub-issues, rules and incentives.**

   The Challenge Team will develop themes and key messages to consistently communicate the challenge goals, processes, application criteria and incentives to participate. These messages will be used to differentiate WCTC from other tech challenges and wildlife-related campaigns and to articulate clear eligibility requirements, selection criteria, and incentives to participate, including information about prizes and technical assistance. As described in section 3.1, to avoid potential confusion about the challenge timeline and application process, WCTC will be promoted as a single challenge to source solutions to four issues and their relevant problem areas, not as a series of challenges. Messages about the challenge issues and sub-issues will be targeted to reach relevant audiences and tailored to the needs of each group. They will clearly demonstrate the nuances of each issue and sub-issue in non-technical, jargon-free terms and include action-oriented language and specific calls to action from specific stakeholders, where appropriate, and information on where to learn more about the challenge issue or sub-issue.

Audiences

Segmentation

Audiences are the target groups and individuals that need to receive communications about WCTC, so they can help promote the challenge and/or participate in it. Specific audience groups may also provide input to and actively participate in WCTC communications activities. The Communications Strategy focuses on identifying and engaging audience groups that have a direct interest in or relationship to wildlife conservation and the reduction of wildlife trafficking, as well as groups that may not currently be involved in or aware of the issues WCTC aims to address. Of these non-traditional groups, the Challenge Team aims to target communications to members of the technology community that may have concepts, prototypes, and technologies that can be developed and/or adapted to address one or multiple challenge issues.

As stated previously, a goal of the WCTC and supporting communications activities is to attract a diverse group to participate in the challenge as solvers, scalers, or adopters. A key component to being able to achieve this goal is to identify the target audiences and the characteristics of those audiences. The identification of the potential audience groups is only the first step. Audience or customer segmentation, which consists of dividing the potential target audiences into discrete groups, informs the development of a targeted communications plan. At the highest level, audience segmentation identifies groups that are:

- Internally homogenous (i.e. share common needs and attitudes that inform their behavior)

- Externally heterogeneous (i.e. sufficiently different from each other to respond to different treatment

Attracting a diverse group of participants to WCTC means that the groups will have different interests and motivations, be involved in different communities and may use different methods to consume and share information. A "one size fits all" approach to communications and outreach will not work. Therefore, the WCTC project will conduct an audience segmentation and analysis to inform the development of the Communications Plan. The approach includes the following steps:

- Identify the audience types necessary to execute WCTC

- Identify the target groups within each audience type for outreach

- Analyze the target groups to identify common characteristics (e.g., communications channels, motivations and behaviors) to be considered when developing the Communications Plan and outreach activities.

Audience Types

Solvers

In addition to existing USAID partners, solvers are individuals or groups who submit solutions to the WCTC for evaluation and; if selected, work with USAID and other community members to scale the solution for adoption. They may be **Traditional Solvers** (i.e., individuals or groups already affiliated with wildlife trafficking issues) or **Non-Traditional Solvers** (i.e., individuals or groups who are not typically affiliated with wildlife issues, but who are owners or creators of technology solutions that potentially could apply to wildlife trafficking). The WCTC aims to attract a diverse group of solvers, in particular groups or individuals that have the following characteristics:

- Organizations that have not previously worked with USAID

- Women and women-owned businesses

- Organizations from developing countries

- Organizations new to working on the issue of combatting wildlife trafficking

Scalers

Scalers are individuals or groups who will work with solvers to scale the solution for adoption. They may fall into the category of **Investors**, defined as an individual or group who provides support for scaling or acceleration to scale by investing money, time, mentorship, or other resources for a sourced solution. Additionally, scalers can be **Adopters,** defined as an individual or group who is a potential user of the technology solutions that result from the WCTC. Priority Adopters of winning solutions include:

- Individuals, organizations, or government agencies from or with influence geographic areas (e.g. Vietnam, China, Thailand, Indonesia, Kenya, Tanzania, and the Democratic Republic of Congo) in which wildlife trafficking issues are most prevalent or solutions are need most; and individuals, organizations, or

government agencies that have a deep understanding of the specific wildlife trafficking issues in the above geographic areas.

Advocates

Advocates are individuals or groups who will work with USAID and the Challenge Team to promote awareness of and participation in the WCTC, as well as help facilitate the development of an action community committed to the scaling and adoption of sourced technologies. Advocates may be **Partners**, such as WCTC flagship partners[25] or other organizations that lend their support or services to USAID and the Challenge Team as part of this challenge. Alternatively, they may be **Influencers,** which are defined as individuals or groups that are not sponsors but can use their influence over solver or scaler audiences to promote and add credibility to the WCTC.

Note: An individual or entity may be part of one or more of the audience groups described above. For example, a group may be both a solver and a scaler. As a solver, an organization may submit an application for a solution that addresses one challenge issue. As a scaler, the same organization may possess knowledge, capabilities, or a solution that may be useful in taking another solution to scale.

Characteristics

After the potential audience list has been refined, an analysis of target audiences will be conducted to enable the grouping together of similar audiences and the identification of common characteristics. This information will be incorporated into the Communications Plan, as well as key messages and outreach activities. Common characteristics may include: communications channels most frequently used by a target group (i.e., hashtags, online communities, social media platforms); conferences and events they attend; and motivators, credos, and role models that may influence behavior.

Communications channels

USAID and the Challenge Team will leverage multiple communications channels to reach target audiences and deliver key messages to support Task one and Task two, including the WCTC website, traditional media, social media, email, in-person events, and advertising. WCTC communications channels are organized into three broad categories:

- **Owned:** Communications channels that WCTC develops, launches, and maintains, including the WCTC website, blog, email listserv, and social media pages and feeds

- **Earned:** Earned recognition on communications channels managed by trusted third parties, including influencers and partners, including newspapers, magazines (such as the Smithsonian and National Geographic), and radio, as well as third party blogs, email listservs, and social media.

- **Paid:** Paid search advertisements based on primary keywords and display and banner advertisements on online and print media frequented by target audiences

Based on data in the target audience analysis and environmental scan of this strategy, the optimal communications channels and outreach events to reach each target audiences will be determined in the Communications Plan. Because this is a technology challenge and applicants will submit submissions online, a significant portion of the outreach and communications activities will be conducted through digital channels, including the WCTC website and social media.

Key messages and themes

Message themes, or campaigns, will be developed to support each task of the WCTC. Key messages will be developed to support the campaigns. The Communications Matrix, contained within the Communications

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[25] WCTC's current flagship partners are the Smithsonian and National Geographic.

Plan, to follow this strategy will provide a schedule for the timing and format of the key messages, as well as the communications channel and responsible party for delivering the messages.

Measurement approach

The Communications Targets and Indicators USAID and the Challenge Team will use to validate the success of our communications activities will be detailed in the WCTC M&E Plan. Conducting targeted analytics at the communications activity and campaign level – focused on the most critical indicators of performance against our goals and objectives – will enable USAID and the Challenge Team to analyze whether our communications activities are achieving the desired results. The Challenge Team will use multiple analytic tools and techniques to measure success of communications against the goals and objectives outlined in the Communications Goals & Objectives Section of this strategy (see page 3).

Tools used will include Google Analytics, a free web analytics tool, to track web traffic, advertising and email marketing conversion rates, responses to calls to action, and submission and account registration data. The team may also use tools such as TweetReach and Constant Contact or Mail Chimp to gather and assess metrics from social media and email marketing communications campaigns.

3.3 Competition Launch

Launch campaign

The outreach campaign will kick-off with the launch of the WCTC website. The campaign will serve to first request and elicit interest in applying for the WCTC and second to educate and raise awareness of wildlife trafficking, and specifically the four WCTC issues. In addition to using the WCTC website, the Challenge Team will leverage social media, partner and advocate web sites and networks, press, and events to reach as broad an audience of potential solvers as possible. The Challenge Team will also use these communication channels to target specific audiences relevant to one or more of the four WCTC issues.

The Challenge Team is developing a directory of communication channels in which WCTC will engage through the communication planning process. See Appendix D: Environmental Scan for a preliminary list of communication channels, including events.

The Challenge Team will leverage its networks to ensure that advocates are present at events, although in some instances Challenge Team staff will attend. Outreach efforts will also include presentations via video conference. The Challenge Team will also distribute promotional material via event organizers.

Concept Note window

Concept Notes will be requested approximately four to six weeks after the WCTC website launch. The Challenge Team has allocated approximately 10 to 12 weeks for the Concept Note submission period to allow for ongoing outreach throughout the phase. With submission of the Concept Note, applicants will be asked also to provide:

- Details about the individual or organization applying; and

- A short (approximately two page) description of a solution to one of the challenges/sub-challenges that addresses the selection criteria.

The Concept Note online submission template will not cover all the selection criteria in detail. The aim is to ensure that the solution meets basic eligibility and initial risk-assessment requirements, and whether it fits WCTC's terms and standards before time and effort is invested in developing the application further.

Submissions will ordinarily be accepted only through the web platform. However, exceptions may be made for submission by email to accommodate low bandwidth locations. Submission statistics will be tracked in real time via the web platform throughout the application/submission period. This will allow us to shift

outreach strategy, if needed, to ensure the participation of the broad segment of non-traditional solution holders identified during the audience analysis.

Applications will be able to contact the Challenge Team via the WCTC website. The Challenge Team staff will collate questions and create a series of FAQs that will be updated on the web site.

3.4 Judging and awarding prizes

The judging and awarding process will be the same for both semi-finalist (Concept Note) and finalist (Application). Review will include three distinct stages – eligibility check, technical review, and judging.

Eligibility check

The Challenge Team will first perform an eligibility check of all submissions. Checks are performed to ensure compliance with the publically listed eligibility criteria. The WCTC Prize Manager will train all staff involved in eligibility checks in advance.

For each submission, staff will first be required to document that they have no conflict of interest (COI) with the entity. Assuming no COI, staff will then document that each eligibility element has been met. The WCTC Prize Manager will review the checks before progressing the submission to the technical review stage.

Technical review

The technical review team will be comprised of the Challenge Team, including wildlife trafficking and scaling experts, and any USAID or flagship partner staff able to participate. The WCTC Prize Manager will train all reviewers to ensure a consistent understanding of COI, selection criteria, relative scoring, documentation, feedback, time allotments, and deadlines.

Reviewers will be divided into two groups – impact (i.e. wildlife trafficking experts) and scaling (i.e. technology, management, entrepreneurship, and scaling experts). All eligible submissions will be reviewed by two individuals, one from each review group, to ensure a balanced review. Wildlife trafficking reviewers will be further divided by specialisation, (e.g. issue, taxa, or geography) and assigned accordingly.

The Challenge Team plans to develop a roster of technical reviewers from the wider WCTC Team (which includes the Challenge Team, USAID, and the flagship partners). All possible technical reviewers will be trained on the program objectives, review process, and conflict of interest and confidentiality policy. The Challenge Team will gather details on technical areas of expertise and availability (both time blocks and total level of effort) in order to inform a review plan. Applications will be sorted by key identifier fields and allocated to reviewers accordingly.

Technical reviewers will score all eligible submissions against the criteria listed earlier in the strategy. They will also assign a risk category (e.g. high, medium, or low) to the technology as well as any other factors that USAID feels need to be called out to judges.

Following the technical review, the Challenge Team will hold a moderation meeting in which scores are reviewed and discussed. Revision of scores will only occur if outliers and inconsistencies are identified in the scoring. The moderation meeting is also an opportunity to review solutions in the aggregate and to consider portfolio mix.

Individual scores as well as the moderation meeting discussion will be documented in a Technical Review Summary Report to facilitate judging. The report will outline the appraisal of each submission and highlight any risks or uncertainties as well discuss overall portfolio considerations (e.g. taxa, geography, types of technology). Depending on the number of Concept Notes, and with USAID's agreement, the Challenge Team may choose to only highlight the submissions with scores above a certain threshold in the report.

Interview for finalists

The Challenge Team plans to incorporate an interview option with all finalists before submitting the second round Technical Review Summary Report to the judging panel. Brief phone interview (no more than one hour each) can be a useful way to clarify elements of Prize Applications before finalizing scores or recommendations to the judging panel.

Judging

The judging panel will comprise senior experts selected by USAID. The Challenge Team is able to support USAID in establishing such a panel by recommending judges for inclusion. The Challenge Team suggests that no more than seven judges are convened at any one time; seven has proven to be an ideal number to allow diversity of perspectives and a tie-breaker vote. USAID may consider including individuals as judges for one or all of the issues and problem areas, depending on their expertise.

Convening judges in advance of the competition to review and approve selection criteria and discuss expectations is also valuable, schedules permitting. At a minimum, the Challenge Team suggests convening judges for approximately half a day for each review. The Challenge Team will provide the Technical Review Summary Report in advance of each meeting to allow for preparation time. During deliberations, the judging panel will:

o   Consider and discuss each submission, reviewing the scoring against the selection criteria

o   Reach consensus on selection decisions, which may either be a clear "accept" or "reject," or may be a provisional acceptance based on some further clarification before a final decision

o   Provide feedback, if needed, to be sent (particularly at the semi-finalist level)

o   Review portfolio analysis to ensure an appropriate balance

The Challenge Team assumes that judges will provide their time free of charge, as is typical for USAID programs. However, the Challenge Team has allotted a limited budget for any costs associated with judging.[26]

USAID will make all final funding decisions.

Feedback and support

The Challenge Team will provide feedback to both successful and unsuccessful organizations at both the semi-finalist and finalist stages. Feedback serves two purposes; solvers are given confidence that their submission was given a thorough and fair review and solvers are encouraged to continue innovating to solve development challenges. Additionally, feedback serves a vital function in sourcing quality Prize Applications, as the Challenge Team will give robust feedback to semi-finalists to support them in the development of their Application.

The Challenge Team will also provide limited support to semi-finalists in the development of their Prize Applications. Solvers will be permitted to contact designated representatives on the team by email to ask questions. Answers will be amalgamated into an FAQ document and disseminated periodically. Depending on the availability of USAID and flagship partners, WCTC could consider providing a limited mentoring service in which solvers are linked with relevant experts to provide guidance during the Application period.

Award event

The award package includes travel costs for two representatives from each finalist to attend an award event.[27] The Challenge Team plans to recognize finalists at a concurrent event, which could be either domestic or international. All semi-finalists will be provided with the date and location of the event so that they can plan to attend should they be selected as finalists.

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[26] The Challenge Team budgeted honorariums of $375 per judge, for a maximum of four judges, for both the semi-finalist and finalist selections (representing a total budget of $3,000 over the life of the contract). The Challenge Team's revised budget, submitted to USAID on November 12, 2014, included an increase in the amount per judge honorarium from $375 to $1250 per judge, for a total of $10,000 over the life of the project.

[27] The Challenge Team budgeted a stipend of $6,250 per finalist team, per event, intended to cover the cost of airfare and per diem of two participants per finalist, for the award event and one subsequent scaling event.

In addition to publically recognizing the finalists, the award event will serve to draw attention to gaps in battle to combat wildlife trafficking. The Challenge Team will arrange for media coverage of the event to take full advantage of the public relations opportunity.

The award event will also be used as a catalyst event in which the Challenge Team convenes all awardees together as well as spends time meeting with each awardee individually. The event is the first step in establishing the peer network as well as clarifying the individual and collective barriers to acceleration and scaling.

4.0 Issue and Problem Area Considerations

While the WCTC issues and problem areas are unique and do require individual treatment, the Challenge Team plans to employ a unified strategy for challenge execution. The website, submission materials, selection criteria, and review process will be used for all issues and problem areas.

Contextual and background information on each issue will be provided on the website. Likewise outreach efforts will be tailored, as the range of solver communities may not overlap. Additionally, The Challenge Team will engage technical reviewers with specializations relevant to each issue. USAID may wish to consider judges that rotate on or off of the panel to discuss specific issues rather than a common standing panel.

Appendices

Appendix A: Monetary Award Rationale

The Challenge Team proposed to award up to 24 Prizes of $10,000 each and up to four Grand Prizes of between $100,000 and $500,000 each. To arrive at these amounts, the Challenge Team relied on personnel experience of administering challenges as well as a thorough review of USAID and other donor challenge competitions. A summary of the review is presented below.

Monetary award trends

At a high level, there appear to be three trends in prize competitions with respect to incentivizing solvers, where scaling is included, through monetary awards.

- Competitions stipulate a required stage of development for solutions to qualify. Typically, a clear minimum level is specified; however, maximum levels are also sometimes specified. Examples include:

  - DFID's Human Development Innovations Fund distinguishes between, "recognition, invention, or diffusion phase" and "development or implementation" phase.

  - USAID's Desal prize requires entries to be at the "working prototype" stage.

  - USAID's Saving Lives at Birth Grand Challenge distinguishes between technologies that need support "developing and validating ideas" and those that need support "transitioning to scale."

  - USAID's All Children Reading Grand Challenge "Enabling Writers" competition declared that all technologies need to be ready for pilot-ready prototypes.

- Many competitions offer two tracks for applicants at different stages of solution development. In such cases, competitions either offer different prize amounts for the different stages or a very large band within which prizes can be awarded with discretion. Examples include:

  - DFID's Human Development Innovations Fund has two tracks. Applicants are eligible for prizes of up to £20,000 and between £75,000 and £150,000, respectively.

  - USAID's Ebola Grand Challenge offers prizes between $100,000 and $1M, while distinguishing between initial, piloting, and transitioning to scale stages.

- When scaling is involved, competitions award amounts are always $100,000 or greater.

  - USAID's Powering Agriculture Grand Challenge provides awards for, "those at a later stage to assist with scale." Award size is between $500,000 and $2M.

  - USAID's Development Innovation Ventures offers awards of $1.5M to $15M for "transitioning proven solutions to scale."

  - DFID's Girls' Education Challenge offered awards of between $2M to $30M for "step change" or at scale interventions.

WCTC monetary awards

Among USAID's portfolio of challenge competitions, WCTC is unique. WCTC is encouraging all stages of innovation, from early stage ideas to products and services that are ready to scale. Additionally, the Challenge Team will create a community among solvers, users, and the public that will collaborate on further innovation and technology scaling. The creation of a network necessitates WCTC identifying a relatively large group of "winners", and, as such, the Challenge Team aims to identify a maximum of 24 solutions.

Bearing in mind the design of WCTC as well as the trends noted above, the Challenge Team arrived at the following parameters:

- WCTC will employ a two-tiered award structure, where finalists are awarded a Prize but also an opportunity to compete for a larger Grand Prize.

- Grand Prizes will be advertised as the "headline" award, thereby using the larger grants as a strong incentive for participation.

- Grand Prizes will be above $100,000.

- Prizes will $10,000 in value, which is both large enough to incentivize early stage solvers (although they may not be competitive for Grand Prizes) and small enough to allow a maximum of 24 finalists to be accommodated within the WCTC budget.

Prizes

Based on our experience and research, $10,000 is the lowest value that will incentivize solvers. Examples include:

- U.S. Department of Defense's Humanitarian Assistance and Disaster Relief Challenge offered $10,000 as a first prize

- USAID's Enabling Writers Challenge provided first round prizes of $12,000 for pilot-ready solutions, with eligibility for a grand prize later

- Health and Human Services' Innovations in Health IT challenge with a $10,000 initial prize for semifinalists

While $10,000 is on the lower side to incentivize solvers, the Challenge Team will continually advertise the larger Grand Prize to further entice solvers.

Grand Prizes

The Challenge Team has budgeted $800,000 for Grand Prizes and intend to award a maximum of four Grand Prizes, ideally one for each issue. Given the research above, the minimum value of awards that will serve to support scaling is $100,000. As such, the Challenge Team has flexibility in the amount of each Grand Prize and can maintain the possibility of giving different award amounts based on need and merit. The Challenge Team could conceivably award any combination of Grand Prizes that total up to $800,000. The combination with the highest value for a single prize being $500,000; in this scenario, the Challenge Team would award three $100,000 Grand Prizes and one $500,000 Grand Prize.

Appendix B: Keyword Glossary

This glossary contains definitions of keywords associated with the WCTC. These terms will be used consistently throughout all challenge communications. This glossary will be updated as needed throughout the program.

Accelerate to scale: to expedite the transition of a concept or prototype to a viable product for the marketplace[28]

Adopter: an audience segment including organizations or individuals that are potential users of technology solutions that result from the WCTC

Advocate: an audience segment including organizations or individuals who will work with USAID and the Challenge Team to promote awareness of and participation in the WCTC, as well as help facilitate the development of an action community committed to the scaling and adoption of sources technologies

Challenge: describes the overall competition, including the sourcing and scaling phases. The challenge is comprised of four issues – transit routes, forensics, demand reduction, and corruption

CITES: The Convention on International Trade in Endangered Species of Wild Fauna and Flora, also known as the Washington Convention, is a multilateral treaty to protect endangered plants and animals

Diverse: in the context of WCTC, diverse or diversity refers to solutions and solvers from various geographic origins (i.e. both developed and developing nations), new USAID partners, solvers new to conservation and combatting wildlife trafficking, women solvers, and various solver types (e.g. universities, not-for-profits, private sector, entrepreneurs)

Flagship Partner: see definition of "Partner"

Finalist: solvers who are awarded a Prize

Grand Prize: the package of financial and technical support awarded to challenge winners

Idea: a design or proposal of a possible course of action[29]

Ideation: the process of formulating an idea

Innovation: a new method, idea, or process, or the act of creating them.[30] In practice it refers to the creation of a completely new technology or the adaptation of an existing technology for use in a new and/or significantly different way

Influencer: an advocate who is not an official sponsor but may use their influence over solver or scaler audiences to promote, add credibility to, or amplify WCTC messages

Investors: an audience segment including individuals or organizations that provide support for scaling by investing money, time, mentorship or other resources for a sourced solution

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[28] World Bank, 2005

[29] Adapted from Oxford English Dictionary

[30] Adapted from Oxford English Dictionary

Issue: one of the four challenge areas for which USAID is seeking technology solutions, including transit routes, forensics, demand reduction, and corruption

IUU: illegal, unregulated, and undocumented (IUU) fishing is fishing that takes place where vessels operate in violation of the laws of a fishery. This can apply to fisheries that are under the jurisdiction of a coastal state or to high seas fisheries regulated by regional organisations.[31]

Non-traditional solver: an audience segment including individuals or organizations that are not typically affiliated with wildlife issues but who are potential owners or creators of technology solutions that could apply to wildlife trafficking

Partner: an audience segment including organizations that are official sponsors or potential sponsors of the WCTC. Flagship partners require an official letter of intent with USAID.

Prize: the package of financial and technical support awarded to challenge finalists

Problem: an area of focus under each of the four issues of the challenge

Product development: a stage of innovation where a technically validated solution hones its business plan and successfully enters a market

Proof of concept: a stage of innovation where the basic technical and financial feasibility of a solution has been articulated, but where an initial model remains to be built and/or validated through testing

Protected species: a species of animal or plant which it is forbidden by law to harm or destroy

Red List: The IUCN Red List of Threatened Species (also known as the IUCN Red List or Red Data List), is the world's most comprehensive inventory of the global conservation status of biological species

Scale: the state where a technology solution is used by or affects a large number of people[32]

Scaler: an audience segment that includes individuals or organizations with an incentive or the resources to promote a technology solution reaching a stage where it can be used by or affect a large number of people

Scaling up: a stage of innovation where a product or service has successfully entered a market and is expanding its number of customers[33]

Semi-finalist: solver that is invited to submit a Prize Application

Solver: an audience segment including individuals or organizations that may possess existing technology solutions or the means to create a technology solution that could apply to wildlife trafficking

Stages of innovation: the steps through which a solution progresses, from its conception to market adoption at scale. WCTC defines three stages of innovation: proof of concept, product development, and scaling up

Technology: the practical application of advanced scientific knowledge, especially through electronic or digital devices or through advanced biological or chemical processes[34]

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[31] Adapted from Greenpeace.org definition of IUU fishing

[32] Adapted from the World Bank's "Reducing Poverty, Sustaining Growth: Scaling Up Poverty Reduction. Case Study Summaries." Also used in the Brookings Scale Framework. Our definition of scale is also based on having achieved this definition of scaling up.

[33] Adapted from Brookings, 2008

Technology solution: an innovative approach that relies on a technology for its implementation and success[35]

Traditional solver: an audience segment that includes individuals or organizations already engaged with wildlife trafficking issues and which may be potential solution holders or designers

Winner: a solver that is awarded a Grand Prize

Wildlife: fauna, both aquatic and terrestrial, also known as animals, birds, and fish

Wildlife crime: acts committed in violation to international and national laws and regulations intended to protect fauna, specifically protected species[36]

Wildlife trafficking: the poaching of protected species and the illegal trade in aquatic and terrestrial wildlife and their derivative parts and products

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[34] Adapted from Miriam-Webster's definitions of "technology," "high technology," and "biotechnology."

[35] This definition was created by the project. It retains the definition of technology, but is meant to clearly allow for "non-gadget" solutions. New processes or methods that require the novel use of existing technologies are explicitly encouraged.

[36] Derived from CITES definitions referenced here: http://cites.org/prog/iccwc.php/Wildlife-Crime.

Appendix C: Brand Style Guide

1.0 Purpose

This style guide is designed to support USAID and the WCTC team in maintaining a strong and consistent brand identity for the challenge in all communications.

Adhering to these brand style guidelines will enable stakeholders to identify the WCTC more easily and differentiate it from other ongoing challenges and competitions. USAID and the Challenge Team will apply these brand standards in all communications on behalf of the WCTC, including in communications internal and external to the USAID. This document is a "living" style guide and will be updated as new templates, guidelines, and graphics are developed.

This style guide includes standards for all WCTC brand assets including:

- WCTC brand name, title treatment, and tagline
- WCTC color palette
- WCTC typography
- WCTC templates

2.0 Brand Name

The Wildlife Crime Tech Challenge

Our name is **The Wildlife Crime Tech Challenge**. In all communications, we are the Wildlife Crime Tech Challenge. In internal challenge communications only, we may refer to the challenge using the acronym WCTC. The name is selected to be clear and meaningful for both traditional and non-traditional audiences and differentiated from other tech challenges and wildlife-affiliated groups and domains.

The name stands on its own, including the word "crime" to demonstrate that the challenge goal is to source solutions that combat wildlife crime, over broader wildlife conservation issues, while eliminating extra characters and preventing potential confusion or misspelling that may result from use of the word "trafficking." Minimizing the number of words and characters in the name makes it easier for audiences to recall and improves direct traffic to the website (those who type in the URL or name directly v. those who are referred through a search engine or link). The name is search engine optimized to include relevant keywords that traditional audiences ("wildlife crime") and non-traditional audiences ("tech" and "tech challenge") are searching regularly.[37]

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[37] "Tech Challenge" is searched 870 times per month globally and 720 times more per month than "technology challenge." "Wildlife" is included in global searches 49.5k times per month. "Wildlife trafficking" is not a frequently used global search term to appear in keyword rankings and is tweeted 233% less than "wildlife crime."

3.0 Title Treatment

The title treatment is the WCTC brand identifier in all marketing materials. It represents the essence and scope of the challenge. The Challenge Team will develop guidelines for use of the title treatment in WCTC materials, including guidelines for us of USAID disclaimers. The team will also add guidelines for use of flagship partner logos in communications materials after discussing co-branding rules and process with partners.

4.0 Color Palette

The WCTC color palette includes five base colors used exclusively for all WCTC marketing materials. Each base color includes four "tints," or opacity variations of 80%, 60%, 40%, and 20% of each base shade. This scheme is modern and bright to appeal to a non-traditional, tech-focused audience, inspire action, and make improve web and print legibility. The use of tints will enable a consistent brand identity, while allowing for versatility and flexibility for web and graphic design. The full color family is below with RGB codes (for print and desktop publishing) and HEX codes (for web design).

RGB 8, 8, 13

| 100% | 80% | 60% | | 20% |

HEX# 0808D

22, 136, 182

| 100% | 80% | 60% | 40% | 20% |

HEX#168886

26, 148, 129

| 100% | 80% | 60% | 40% | 20% |

HEX# 74B8A1

255, 153, 0

| 100% | 80% | 60% | 40% | 20% |

HEX# FF9900

224, 227, 208

| 100% | 80% | 60% | 40% | 20% |

HEX# E0E3D0
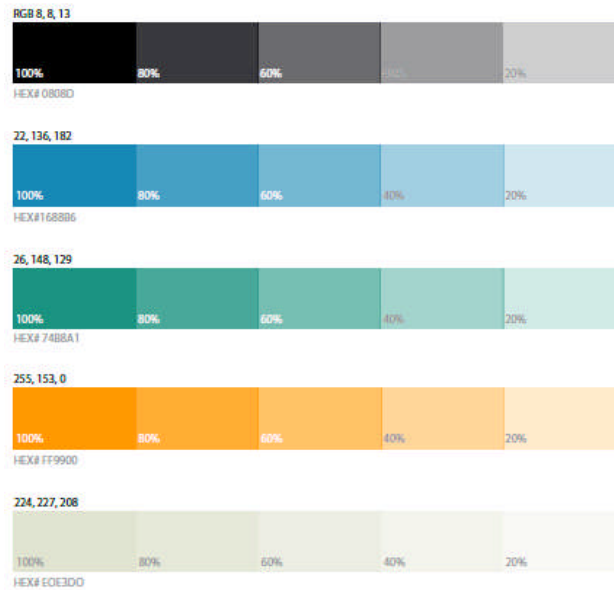
5.0 Typography

The WCTC font family includes one open-source, sans-serif font for desktop publishing and one open-source, sans-serif web font for communications on the WCTC website.

Desktop Publishing: Arial

Arial Regular
Arial Bold

Arial, a universal sans-serif font available on all Windows and Mac-based operating systems, is the font used for all WCTC communications developed in desktop publishing applications, including Microsoft Word and PowerPoint. Arial is highly legible in both large and small font sizes, including for use in posters and print advertisements.

Website Publishing: Open Sans

Open Sans Regular

Open Sans Light

Open Sans Italic

Open Sans Semibold

Open Sans Extra Bold

Open Sans, an open-source, sans-serif font, is used for all WCTC website communications. The font conveys an open, friendly, and modern appearance and is optimized for legibility on both web and mobile interfaces.

Font Hierarchy

Headlines and titles

For headlines and titles, use **Bold WCTC Black**, **WCTC Blue,** or **white** on a color background. Primary headlines and titles should be at least size 22pt font and no more than 36pt font.

Examples:

Wildlife Crime Tech Challenge

Wildlife Crime Tech Challenge

Wildlife Crime Tech Challenge

Subheadings

All subheadings should be set in **Bold** or Regular **WCTC Black**, **Blue**, or **white** on a color background. Use sentence case or capitalize the first letter of each word. Subheadings should be no more than 16pt font and no more than 22pt font in communications developed in Adobe, Microsoft Word, or PowerPoint.

Examples:

Wildlife Crime Tech Challenge

Wildlife Crime Tech Challenge

Wildlife Crime Tech Challenge

Body Text

All body text developed in Adobe, Microsoft Word, or PowerPoint should be set in Arial Regular 10 point font to optimize for reading comfort. All body text developed for the WCTC website should be set in Open Sans 10 or 12 point font. For emphasis within a paragraph, use light italic, italic, or bold. Never use an underline.

Captions and Footnotes

All caption text should be set in Arial or Open Sans *Italic* 10-point font. All footnote text should be set in Arial or Open Sans 8- point font.

6.0 Tagline

"Innovate to Stop Trafficking"

Our tagline is "Innovate to Stop Trafficking." This tagline is a concise descriptor of the specific mission of the WCTC to be used only in association with the challenge name. The tagline may *not* stand alone – it may only be used with the program name, the Wildlife Crime Tech Challenge.

The appropriate use of the tagline is:

The Wildlife Crime Tech Challenge: Innovate to Stop Trafficking

The tagline may be used in headlines of print and online marketing material to specifically link the challenge to wildlife trafficking. Including the tagline in website headlines will enable the Challenge Team to improve organic search rankings and improve advertising click through rates for those who do search for "wildlife trafficking."

7.0 Twitter Username & Hashtags

Profile Name: WildlifeCrimeTech
Username: @WCTechChallenge

The WCTC Twitter Profile Name is **WildlifeCrimeTech**. This name is the challenge's brand identifier that appears in full at the top of our Twitter profile. Our Twitter Username (or handle) is **@WCTechChallenge**. This username appears in our profile URL and is used for logging in, @replies, and direct messages.

The profile name and user name appear side-by-side in all tweets. Together, the profile name and username incorporate all critical elements of the Wildlife Crime Tech Challenge brand name, while staying within the 20-character limit for profile names and 15-character limit for usernames. This combination is designed to be both meaningful and concise as possible to appeal to both traditional wildlife conservation and non-traditional tech communities.

This selection is consistent with other recent USAID challenges, including Securing Water for Food (Securing Water and @SecuringWater), Fighting Ebola (Fighting Ebola and @EbolaGC), and Making All Voices Count (MakingAllVoicesCount and @AllVoicesCount).

The Challenge Team will use a minimal number of hashtags as part of WCTC's social media campaigns and messages to increase influence. The primary WCTC hash tags will be:

- **#WildlifeTech** - WCTC-generated hashtag

- **#StopWildlifeCrime** – Action-oriented, species agnostic trending hashtag tweeted nearly 7000 times in November 2014. Using this hashtag will insert WCTC into the existing conversation.

8.0 Website URL

The WCTC URL is wildlifecrimetech.org

9.0 Templates

WCTC Microsoft Word and PowerPoint templates will be designed for use in all internal USAID communications about the WCTC. These templates will be saved on the USAID WCTC shared document repository for easy retrieval.

Appendix D: Environment Scan

The environment scan is a working document to capture and assess key issues, events, and influencers that may influence the success of WCTC. The initial observations below have informed this strategy's identification and segmentation of target audiences and the most appropriate communications channels and key messages used to engage and attract them to participate in WCTC, and will support the design of optimized WCTC communications campaigns included in the WCTC Communications Plan.

USAID Challenge Landscape

Of the challenges launched by USAID to date, more than 6,000 individuals or teams have submitted applications, 65 percent of which have never worked with USAID before. Of those applications, 50 percent of grand challenge solutions have come from the developing world and 200 new solutions are currently in testing, field trials, or in the scale phase. To date, USAID has sourced and leveraged $383 million in public-private partnership funds through its grand challenges.

Relevant Events and Challenges

Previous wildlife challenges have dealt primarily with solutions applicable to the impact of climate change on wildlife, animal health and disease, agriculture and livestock issues, and the high-profile wildlife photography challenge. The WCTC is one of the first challenges of this scale that seeks solutions to combat wildlife trafficking.

The Challenge Team is developing and maintaining a calendar of all relevant events.

Ongoing challenges to watch

- **Wildlife Conservation Unmanned Aerial Vehicle Challenge** - This challenge was launched in 2014 to source designs for low cost UAVs that can be deployed in Kruger National Park, equipped with sensors able to detect and locate poachers, and communications able to relay accurate and timely intelligence to park rangers. The competition is ongoing, including active webinars, blog updates, and activity on Facebook, and could serve as a place to source potential application for WCTC.

- **Earth Hour Stop the Killing Project** - World Wildlife Fund (WWF) Singapore sponsored an Earth Hour project which crowd sourced more than $20,000 from 151 donors to take a "360 degree" approach to combat wildlife crime. The project goal is to protect more than 300 rangers in the Mekong area, reduce demand, and clamp down on illegal trade in target species in Singapore, focused primarily on the rhino. The group seeks to raise and additional $380,000.

- **Combatting Terrorism Technology Startup Challenge** - The MIT Enterprise Forum of Israel and the US Department of Defense Combating Terrorism Technical Support Office (CTTSO/TSWG) are sponsoring this 2015 challenge with a prize pool of $100,000 for the best new security start-up to combat terrorism issues. While this challenge could be a competitor, non-traditional solvers who apply to this challenge could also be potential applicants for the WCTC.

- **UK DEFRA Illegal Wildlife Trade Challenge Fund** - Under the challenge fund, around £5 million has been allocated to 19 projects. Five projects applied to the 2013/14 Defra Darwin Initiative bidding round and are already underway. Fourteen projects applied through the Challenge Fund in 2014.

Upcoming events related to wildlife trafficking

- **Beyond Enforcement** - Combatting Illegal Wildlife Trafficking Symposium – February 2015, Johannesburg (Muldersdrift), South Africa, sponsored by IUCN

- **Ministerial dialogue and senior officials meeting for key States implicated in the illegal trade in rhinoceros horn** – February 11-14, 2015, Geneva, Switzerland, sponsored by CITES

- **World Wildlife Day** – March 3, 2015, sponsored by the UN

- **Environmental Crime: Protecting the Environment Through Enforcement and Prosecution -** March 11, 2015, London, sponsored by Northumbria University[38]

- **Conference on the Illegal Trade in Wildlife** – March 2015, Botswana, sponsored by Republic of Botswana Ministry of Environment, Wildlife and Tourism[39]

- **Earth Day** – April 22, 2015

- **CITES 28th Meeting of the Animals Committee** – August 2015, Tel Aviv, Israel

Upcoming events related to technology and innovation

- **Global Innovation Summit** – February 2015, Silicon Valley, California, USAID served as a sponsor for 2014 summit focused on sustainable innovation

- **Startup Grind 2015** – February 2015, Silicon Valley, California, sponsored by Google to source new innovation and promote new startups

- **MIT Innovation and EmTech 2015 Events** – MIT will sponsor multiple conferences focused on emerging technology in the U.S. and developing countries in 2015, including the EmTech China and EmTech Challenge of Innovation Conference in Brazil in May and the MIT Information and Communications Tech Conference in Cambridge, MA in April.

- **SXSW Interactive Festival & SXSW Eco** – March 2015, Austin, Texas[40]

- **Non-Profit Technology Conference** – March 2015, Austin, Texas

- **International Conference on Innovation and Entrepreneurship** – March 2015, Durban, South Africa

Media Trends & Influencers

Wildlife trafficking has received some noteworthy spotlight in traditional and social media in recent months, largely amplified by the influence of celebrities close to the wildlife cause. Traditional news sources, including New York Times Magazine, BBC News, and the Washington Post, have carried feature stories on wildlife trafficking issues in the past two months. However, most of the conversation and engagement is happening on social media, particularly on Twitter. Social media networks will provide a key channel for the WCTC to amplify its message, generate buzz, and drive traffic to the WCTC website.

Twitter

Most conversation about wildlife trafficking is happening on Twitter, where "wildlife crime" was tweeted almost 8,000 times in the past 30 days and "wildlife trafficking" more than 2,500 times. Celebrities and thought leaders in the wildlife and conservation communities help to fuel the success of advocacy campaigns such as the WildAid #IvoryFree campaign, endorsed by Yao Ming, and United For Wildlife's #HangintherePangolin campaign, endorsed by Andy Murray and the Duke of Cambridge. Journalists, non-profits, NGOs, also use twitter frequently and advocacy groups, as well as interested individuals, to share links to important news features, interviews, and events related to wildlife crime.

Other social media activity

Many wildlife conservation organizations have at least a presence on Facebook, but the effectiveness of engagement with stakeholders on that platform varies. The Wildlife Conservation Network is one of the strongest participants on Facebook with more than 5500 mentions and 134,000 likes. United For Wildlife appears to be most successful traditional wildlife audience on Google+ with more than 22,000 followers and 220,000 visits to their page.

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[38] Challenge Team advisor, Tanya Wyatt, is speaking at the event.

[39] USAID will send representatives to event.

[40] PwC personnel, including individuals working on WCTC, are attending SXSW to support PwC funded sessions.

Appendix E: Target Audiences

Below is an initial list of potential audiences for WCTC. The next step is to refine the list and gather specific details on each potential target audience as part of the forthcoming Communications Plan, including relevant issues and sub-issues, communications channels and events, and points of contact for each audience. This analysis will be informed by input from USAID as well as the Challenge Team's technical advisors familiar with each challenge area gathered through upcoming coordination and working sessions. Dialogue has begun with technical advisers on their input and work planning. This analysis will be used to develop the targeted messages and communications campaigns to reach each audience.

	Traditional Solver		Scaler		Partner
	Non-Traditional Solver				Influencer

	Potential Target Audiences	Routes	Forensic	Demand	Corruption
Solvers	Wildlife advocacy groups and campaigners	√	√	√	√
	Wildlife conservation groups and foundations	√	√	√	√
	Information Technology companies, including algorithm, application, and software developers	√	√		
	Data scientists and mathematicians	√	√		
	Biologists and geneticists		√		
	Hackers and deep web researchers	√	√		√
	Certification scheme developers and entities	√	√	√	
	Drug and human trafficking route detectors	√	√		√
	Drone, tracker, and scanner manufacturing companies or organizations	√	√	√	√
	Intelligence analysts, including U.S. Government contractors	√	√		√
	Universities and research institutions	√	√	√	√
	Monitoring and detection entities, including Africa Wildlife Enforcement Monitoring System, US-Mexico Cross-Border Public Security Network; US-Canada Network		√		
	Crime forensics experts		√		
	Bio-tech companies, including those that		√		

	build DNA databases				
	Photography companies, photographers, and documentary makers	√	√	√	
	Government watchdog groups and non-profits that oversee industries that consume/traffic wildlife and wildlife parts, including Environmental Investigation Agency	√	√	√	√
	Public Relations Companies			√	
	Applicants for other USAID challenges, including Making All Voices Count Challenge	√	√	√	√
	Developers of stock management systems				√
Scalers *(Adopters or Investors)*	Wildlife Trade Civil Society Organizations	√	√	√	√
	Wildlife advocacy groups and campaigners	√	√	√	√
	Local, national, and inter-governmental organizations and NGOs that protect and conserve national and sub-national natural resources and protected area agencies	√	√	√	√
	Customs and law enforcement organizations, including Interpol, UNODC, CBP	√	√	√	√
	Shippers and transporters, including FedEx, Maersk, DHL, UPS	√	√		
	Religious groups			√	
	Universities and research institutions	√	√	√	√
	Zoos and aquariums, including the Association for Zoos and Aquaria	√	√	√	√
	Industry associations, including restaurants, mining, construction, medicine, travel industry and consumer goods associations	√	√	√	√
	Transparency/Anti-Corruption advocacy groups				√
	Confiscation Management groups				√
Advocates	National Geographic	√	√	√	√

Smithsonian	√	√	√	√
TRAFFIC	√	√	√	√
USAID, including the Administrator, E3, Senior Gender Advisor, and Africa, Latin America, and Asia Bureaus, applicable Country Missions and Development Credit Authority	√	√	√	√
USAID-affiliated organizations, including Overseas Private Investment Corp	√	√	√	√
Charitable foundations, including the Duke of Cambridge Foundation and Clinton Foundation	√	√	√	√
Wildlife conservation organizations, including United for Wildlife	√	√	√	√
Wildlife coalitions, including International Consortium and Combating Wildlife Crime	√	√	√	√
Wildlife treaties and intergovernmental organizations, including CITES, UN Development Program, UN Environment Program, World Bank, and Convention on Migratory Species	√	√	√	√
Wildlife-affiliated commercial companies, such as Go Pro		√	√	
Celebrities, including Leonardo DiCaprio, Ed Norton, Gisele Bundchen, Yao Ming, Prince William, Harrison Ford, and Jane Goodall	√	√	√	√
Zoos and aquariums, including the Association for Zoos and Aquaria	√	√	√	√